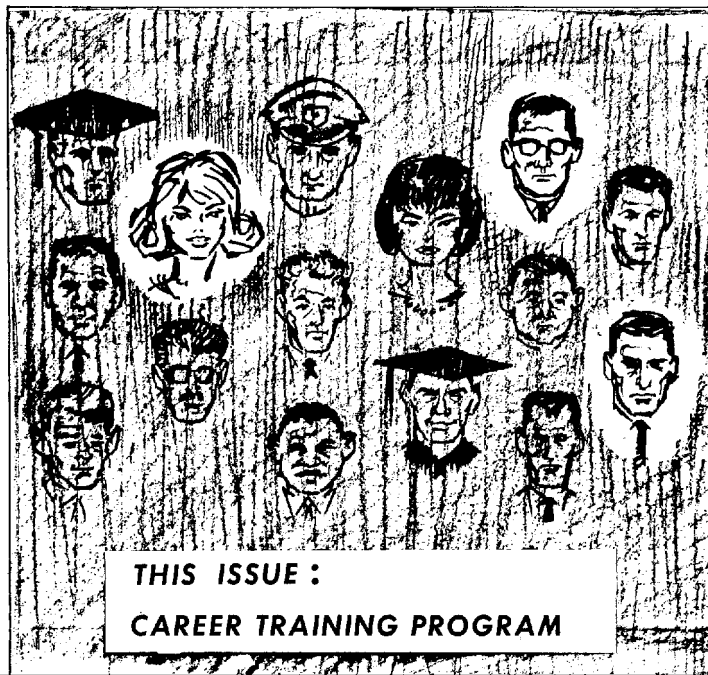
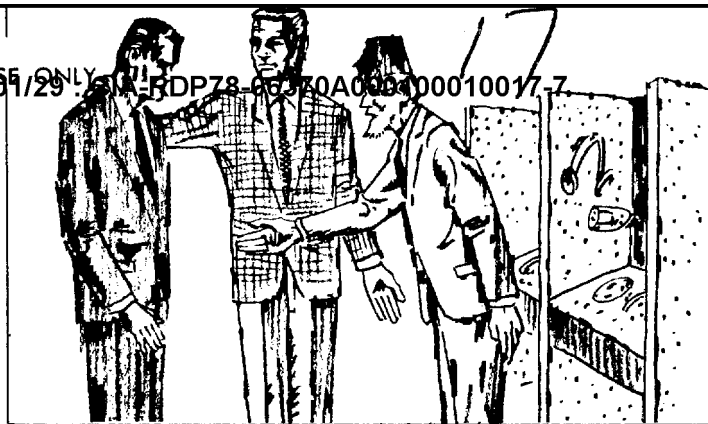
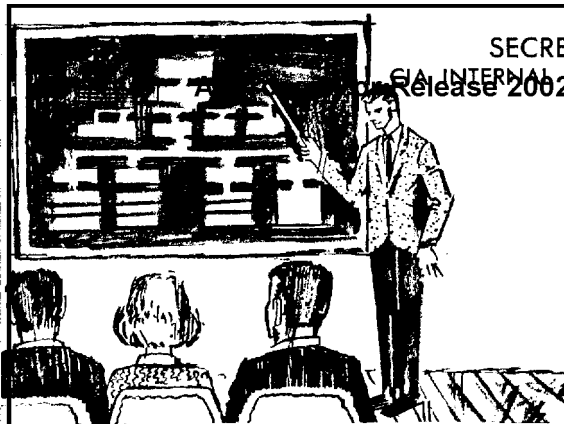


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OTR BULLETIN

JANUARY 1967

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IN THIS ISSUE

OTR courses scheduled for January, February, March, and April are listed on pages 6 through 9. They are briefly described beginning on page 10.

A feature on the Agency's Career Training Program is the first of a series, "OTR as a Support Organization," the 1967 theme for the Bulletin. This feature starts on page 17.

An expanded Office of Training Directory appears on pages 20 and 21.

The successes of Big Business in utilizing Programmed Instruction to help meet the problem of training more people in more courses with fewer instructors are set out as an example for CIA in an article beginning on page 22.

A Directory of Training Officers is on pages 26 and 27.

Interagency training programs of special interest to Agency employees are listed on pages 29 through 32.

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BULLETIN BOARD

"OTR AS A
SUPPORT
ORGANIZATION" Through 1967 the OTR Bulletin will present a series of articles devoted to the theme "OTR as a Support Organization." Each issue will feature an aspect of training in which OTR is involved--one of its Schools, its own training facilities, its major programs, its services in arranging training in other Agency components or at external facilities. It is hoped that these articles will serve collectively as a guide to OTR's services and how to obtain them. The Agency's Career Training Program, a major responsibility of the Office of Training and an object of continuing study and refinement, is featured in this issue. The Intelligence School will be featured next month.

OTR SCHEDULE
OF COURSES The six-month schedule of OTR courses, covering the period from 3 January through 30 June 1967, was published in December. Distribution has been made to offices throughout the Agency. Although the December Bulletin, in its OTR Calendar, presented this schedule on a month-to-month basis, the separate schedule is in a format which lists the courses alphabetically, showing also the dates on which the courses are to be given. Also included in the schedule is a listing of the dates on which the Agency administers its qualifications test for stenographers and typists. Subsequent changes in the schedule will be announced in the regular OTR Bulletin or in Special Bulletins. Additional copies of the schedule may be obtained by calling extension [REDACTED]

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TRAINING
PERSONNEL Recently designated Training Officers are:
DDS [REDACTED]
DDS&T [REDACTED]

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ORIENTATION FOR TRAINING OFFICERS, ASSISTANTS An Orientation for Training Officers, and for Personnel Officers whose duties include planning training for employees in their offices, is scheduled for 1 and 2 February. This is a 12-hour course running one full day and the following morning. In addition to a brief summary of OTR's mission by the Director of Training, Chiefs of Schools and Staffs explain the functions and services of their offices.

A one-day Orientation for Training Assistants, and for other employees whose work may involve training procedures, is scheduled for 25 January. Admissions procedures for both internal and external courses are detailed, and the role of the Registrar is explained.

These orientations provide an opportunity for all personnel with training responsibilities to become familiar with current OTR capabilities and with registration procedures, but Training Officers and Training Assistants who have had no previous orientation should definitely be enrolled.

Both orientations will be held at 1000 N. Glebe Road. If you plan to attend, please call AIB, extension [REDACTED]. It is not necessary to submit a Form 73.

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OFF-CAMPUS PROGRAM SPRING SEMESTER Registration for the Off-Campus Programs for the 1967 Spring Semester for both American University and George Washington University will be Friday, 20 January, from 10 a.m. to 4 p.m., in the Auditorium at Headquarters. A total of fifteen courses is being offered, eight by AU and seven by GW. Tuition is \$120, payable in full at the time of registration or in three installments of \$40, the first due at registration. Only checks or money orders can be accepted. Full information on the courses being offered is given in the December 1966 OTR Bulletin, in Headquarters Employee Bulletin Number [REDACTED] dated 16 December, or it may be obtained by calling the OTR Registrar's office, extension [REDACTED].

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REUSING RECORDING TAPES Instructors and others using recording tapes are reminded to check their holdings for obsolete reels that can be erased and used again. The Audio Aids Section of the Instructional Services Branch, OTR, uses a bulk-erasing device that leaves the cleared tape more noise-free than new tape. Further, the process is done without reproducing the sound, so that the need-to-know concept is respected. AAS will inspect the erased tape for damage and replace the container if necessary. From two to five dollars is saved each time a magnetic tape is reused.

NATIONAL INTERDEPARTMENTAL SEMINARS The 29th National Interdepartmental Seminar on Problems of Development and Internal Defense conducted at the Foreign Service Institute of the Department of State will be from 23 January to 17 February. (CS officers may also attend OTR's Chiefs of Station Seminars without conflict.) The Agency's quota at the NIS is eight, and attendance is a prerequisite to assignment of CS officers to key positions in underdeveloped countries. Selection for attendance at the NIS is made by the Agency's Senior Training Officers. NIS Seminars are scheduled:

13 March - 17 April
1 - 26 May
10 July - 4 August

PROGRAM IN SYSTEMATIC ANALYSIS Nominations for the 1967 Midcareer Educational Program in Systematic Analysis must be made to the Training Selection Board by 20 January 1967. Through this program Agency employees, GS-11 or above, who are in or expect to be assigned to planning and programming staffs, may study modern analytical techniques for an academic year at any of several leading universities--Carnegie Institute of Technology, Chicago, Harvard, Maryland, Princeton, Stanford, and Wisconsin. Nominations are forwarded through Senior Training Officers. This program was described more fully in the December Bulletin.

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TRAINING SEMINAR IN INSTRUCTIONAL PROGRAMMING Dr. Robert E. Silverman, chairman of the Department of Psychology, New York University, will conduct a full-time two-week Training Seminar in Instructional Programming beginning 23 January. He will be assisted by [REDACTED] one of the consultants contributing to the survey of new learning systems and their possible application to the training requirements of the Agency being made by the Instructional Systems Study Group. The purpose of this seminar is to train key OTR personnel in the concepts and methods of instructional programming. This training will be followed by a six-month "apprenticeship" period during which the participant will spend ten to twelve hours a month completing, under supervision, the program he started in the seminar. A maximum of twelve students will be selected for this course.

HARVARD UNIVERSITY FELLOWSHIPS IN PUBLIC ADMINISTRATION The John Fitzgerald Kennedy School of Government (formerly the Graduate School of Public Administration) of Harvard University has announced increased maximum stipends for two types of annual fellowships. Public servants who have considerable experience in government and preferably some graduate study in the social sciences are eligible for Lucius N. Littauer Fellowships, which now carry stipends up to \$5,600. Applicants are expected to pursue further study in the social sciences, particularly economics or political science, and are expected to continue careers in government service. Recent college graduates may apply for Administration Fellowships which carry stipends up to \$4,200. Applications for either type of fellowship should be filed directly with Harvard by 1 March 1967. Application blanks may be obtained by writing to the Registrar, 123 Littauer Center, Harvard University, Cambridge, Massachusetts, 02138.

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CLERICAL COURSES
TRAINING AND
TESTING

OTR's refresher courses in typewriting and shorthand will be given:

13 February - 10 March
20 March - 14 April
24 April - 19 May

Before employees take either typing or shorthand or both, they are required to take pretests, which are given by Clerical Training/Support School/OTR. The results are used by the instructor to determine the level of the course best suited to the employees' needs and capabilities.

For the above courses, the required pretests are scheduled as follows:

Typing: 8 February, 15 March, 19 April
Shorthand: 9 February, 16 March, 20 April

Submission to AIB/RS of a Form 73 for a Clerical Refresher course is all that is required to initiate testing. Training Officers are notified directly by CTF as to time and place employees are to report for their tests.

QUALIFICATION TESTS

OTR's Clerical Training Faculty gives the Agency's tests in typewriting and shorthand to clerical employees who want to qualify as typists and stenographers. Training Officers or Personnel Officers arrange registration directly with the CTF, extension [REDACTED] CTF notifies the Training Officers or Personnel Officers of the results of the testing.

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Tests will be given in:

Typing: 16 January, 6 February, 20 February,
13 March, 27 March, 17 April, 8 May

Shorthand: 17 January, 7 February, 21 February,
14 March, 28 March, 18 April, 9 May

Note: All clerical testing and training is given at 1016
16th Street, N. W.

OTR CALENDAR

JANUARY						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

Administrative Procedures
ADP Orientation
Chiefs of Station Seminar
China Familiarization

9 - 13 Jan
17 - 19 Jan
9 - 20 Jan
See February

CIA Review
Clandestine Services Review
Clerical Refresher
Covert Action Operations
Grid (for CTs)
Headquarters Desk Training (for CS CTs)
Information Reporting, Reports, and Requirements
Intelligence Production (for CTs)
Introduction to Communism
Introduction to Communism (for NPIC)
Introduction to Intelligence
Midcareer Executive Development

16 - 27 Jan
10 Jan
24 Jan - 3 Feb
9 Jan - 3 Feb
23 Jan - 10 Feb
9 - 13 Jan; 23 - 27 Jan
9 - 20 Jan; 30 Jan - 10 Feb
9 - 27 Jan
16 Jan - 17 Mar
2 - 13 Jan; 30 Jan - 10 Feb
16 - 27 Jan
16 - 27 Jan
23 Jan - 3 Mar
9 - 27 Jan
23 Jan - 17 Feb
3 - 4 Jan
3 - 13 Jan
16 Jan - 3 Mar
3 - 23 Jan
13 Jan - 2 Feb (Alt. days)
16 Jan - 3 Feb (Alt. days)
11 - 13, 17 - 19 Jan (6 days)

Operations Support
Orientation for Overseas
Soviet Operations (for CS CTs)
Support Services (for CTs)
Writing Workshop (Advanced) (for NPIC)
Writing Workshop (Basic)
Writing Workshop (Intermediate)
Vietnam Orientation

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FEBRUARY						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

Administrative Procedures	27 Feb - 3 Mar
ADP Orientation	7 - 9 Feb
CIA Review	14 Feb
Clerical Refresher	13 Feb - 10 Mar
Conference Techniques	15 Feb - 26 Apr
Counterintelligence Familiarization	6 - 15 Feb
Counterintelligence Operations	27 Feb - 17 Mar
Field Finance and Logistics	6 - 24 Feb
Information Reporting, Reports, and Requirements	27 Feb - 17 Mar
Information Reports Familiarization	6 - 10 Feb; 13 - 17 Feb
Intelligence for Operations	6 - 24 Feb
Intelligence Research (Map and Photo Interpretation) (for NPIC)	13 Feb - 1 Mar
Introduction to Communism	27 Feb - 10 Mar
Introduction to Intelligence	13 - 24 Feb
Management (GS-11 - 14)	6 - 10 Feb
Operations Familiarization	27 Feb - 24 Mar
Orientation to Intelligence (for CTs)	27 Feb - 10 Mar
Orientation for Overseas	7 - 8 Feb
Supervision (GS-5 - 10)	27 Feb - 3 Mar
Support Services Review: Trends and Highlights	28 Feb - 3 Mar
Vietnam Orientation	13 - 17 Feb
Writing Workshop (Basic) (for NPIC)	13 Feb - 3 Mar
China Familiarization	6 - 10 Feb

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MARCH						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

ADP Orientation	21 - 23 Mar
Challenge of Worldwide Communism (for CTs)	13 Mar - 7 Apr
China Familiarization	6 - 10 Mar
CIA Review	14 Mar
CS Records I	27, 29, 31 Mar
Clerical Refresher	20 Mar - 14 Apr
	13 - 24 Mar
Information Reports Familiarization	27 - 31 Mar
Intelligence Techniques (for CTs)	13 - 31 Mar
Introduction to Communism	20 - 31 Mar
JCS-DIA Briefing	28 - 29 Mar
Management (GS-11 - 14)	27 - 31 Mar
Managerial Grid (GS-14)	13 - 18 Mar (Saturday)
	13 - 31 Mar
Operations Support	13 Mar - 7 Apr
Orientation for Overseas	7 - 8 Mar
Vietnam Orientation	20 - 24 Mar

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APRIL						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

Administrative Procedures	24 - 28 Apr
Challenge of Worldwide Communism (for CTs)	3 - 28 Apr
Chiefs of Station Seminar	17 - 28 Apr
CIA Review	11 Apr
Clerical Refresher	24 Apr - 19 May
CS Records II	3 - 7 Apr
CS Records III	10 - 11 Apr
Counterintelligence Familiarization	3 - 12 Apr
Field Finance and Logistics	10 - 28 Apr
Information Reporting, Reports, and Requirements	10 - 28 Apr
Intelligence for Operations	24 Apr - 12 May
Intelligence Techniques (for CTs)	10 - 28 Apr
Introduction to Intelligence	3 - 14 Apr; 17 - 28 Apr
Midcareer Executive Development	10 Apr - 19 May
Orientation for Overseas	4 - 5 Apr
Senior Management Seminar (GS-15 - 18)	23 - 28 Apr
Supervision (GS-5 - 10)	24 - 28 Apr
Support Services Review: Trends and Highlights	4 - 7 Apr
Vietnam Orientation	10 - 14 Apr

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OTR COURSES Scheduled on OTR Calendar

Administrative Procedures (1 wk - all day)

For clerical employees who support the CS at headquarters. Covers the organization, functions, procedures, and regulations of the Agency. Emphasis is on the CS.

ADP Orientation (3 days - all day)

For users and potential users (not senior managers or ADP specialists) of computer services within the Agency. A general orientation on automatic data processing is provided. Grade level GS-14 and below.

Challenge of Worldwide Communism (4 wks - all day)

For Career Trainees. The historical development of the USSR and Communist China is reviewed, together with an examination of the doctrinal, organization, and operations of the communist movement throughout the world.

Chiefs of Station Seminar (2 wks - all day)

For chiefs of small and medium-sized stations, deputy chiefs of stations, and chiefs of bases. Focus is on the person of the Chief of Station and his administrative and operational responsibilities. Enrollment limited to 18.

China Familiarization (1 wk - all day)

For professional employees. Covers survey of mainland China's geography, history, economic factors, and its role in foreign affairs. Provides introduction to the Chinese language, including pronunciation.

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CIA Review (1 1/2 hrs - morning)

For all returnees from the field. Covers recent organizational developments in the Agency. Includes the security reindoctrination lecture.

Clandestine Services Records I (Introduction) (1 wk - part time)

For all levels of CS personnel. The CS Records System: input, maintenance and retrieval methods, and the disposition, disposal and destruction of records. A prerequisite for CS Records II and III and to CI Familiarization, CI Support and CI Operations. Enrollment limited to 40.

Clandestine Services Records II (Biographic Research) (1 wk - part time)

For all levels of CS personnel. Principles, techniques and specific procedures used in exploiting the records of the Agency and other resources for biographic information. Enrollment limited to 25.

Clandestine Services Records III (Records Officers Briefing) (2 days - part time)

Completion of this course is one of the requirements to qualify as a CS Records Officer. A review of operational factors and relationships upon which decisions are made to destroy or retain CS operations records; to amend, index or file elements; or to desensitize documents or files. Enrollment limited to 20.

Clandestine Services Review (9 days - all day)

For CS officers who have recently returned from overseas assignment. Covers the organization and function of the directorates, the DDP in detail. Enrollment limited to 40.

Clerical Refresher (4 wks - morning)

For clerical employees, to improve their accuracy and to develop their speed in either shorthand or typewriting. Employees may take separate instruction in either skill.

Conference Techniques (11 sessions - 24 hrs - part time)

For Agency officers responsible for planning and for leading group discussions and conferences. The role of an effective participant is also emphasized. Enrollment limited to 12.

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Counterintelligence Familiarization (8 days - all day)

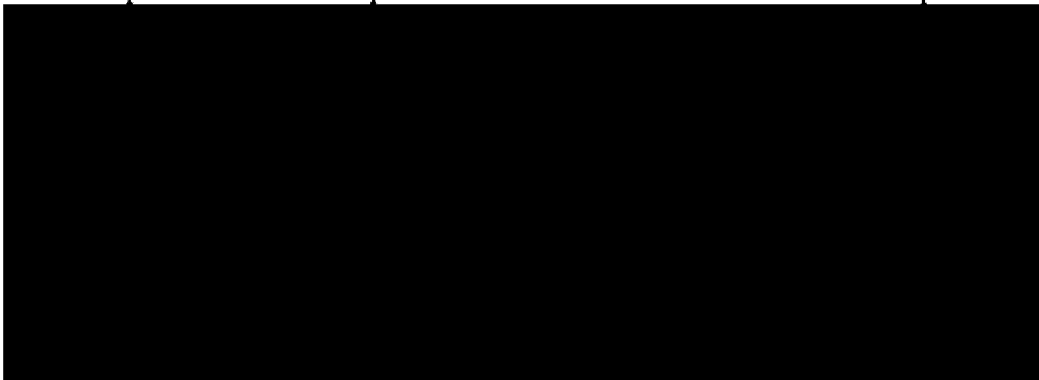
For Agency personnel who need knowledge of the essential elements of counterintelligence but who are not expected to be CI operations officers, and for personnel who will support CI operations. Covers both U. S. and Agency policy and doctrine for CI, as well as basic tactics. Enrollment limited to 15.

Counterintelligence Operations (3 wks - all day)

For CS officers who will plan, manage, and engage in CI operations in the field or who will guide and support CI programs and operations in the field from Headquarters. Emphasis is placed on the identification and selection of CI targets and the organization and implementation of CI operations in the field. Enrollment limited to 10.

Covert Action Operations (3 wks - part time)

For CS officers responsible for supporting and conducting CA operations at Headquarters or in the field. Provides a compre-



Field Finance and Logistics (3 wks - all day)

For operational support assistants and support officers required to maintain budgetary, financial, and property records at a Class B, C, Type II, or Type III Station. Emphasis is on all facets of field financial responsibilities.

Grid (1 wk - all day)

For Career Trainees. The subject of interpersonal relationships is examined.

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Headquarters Desk Training (2 wks - all day)

For Career Trainees. The survey of the CS Records System, as presented in CS Records I, and biographic research techniques, as presented in CS Records II, are treated in addition to other elements of Headquarters desk work.

Information Reporting, Reports, and Requirements (3 wks - all day)

For CS employees required to report intelligence information. Covers official policies and procedures for completing a report as well as practical exercises. Enrollment limited to 10.

Information Reports Familiarization (1 wk - all day)

For CS employees assigned as junior reports officers or those assigned to type CS reports and intelligence cables. Enrollment limited to eight.

Intelligence for Operations

For women CS Career Trainees.

Intelligence Production (9 wks - all day)

For Career Trainees. Provides specific training and practice in the application of the techniques and skills required to produce intelligence.

Intelligence Research (Map and Photo Interpretation) (9 days - all day)

For professionals needing to know how to use maps and aerial and ground photography for intelligence purposes. Provides comprehensive coverage on obtaining data from maps and an introduction to photo interpretation.

Intelligence Techniques (3 wks - all day)

For Career Trainees. Provides instruction and practice in the Agency's techniques used in the production of finished intelligence.

Introduction to Communism (2 wks - all day)

For professional employees at EOD. Covers historical development of the USSR and Communist China and the doctrine, organization and operations of the Communist movement.

Introduction to Intelligence (2 wks - all day)

For professional employees at EOD. Covers concepts of intelligence, the intelligence agencies of the U. S. Government, and the Agency's responsibility for collection, production, and dissemination of intelligence. Includes the fundamentals of American beliefs and practices.

JCS-DIA Briefing (2 days - all day)

For middle-level officers of DIA. General review of the Agency.

Management (1 wk - all day)

For officers in Grades GS-11 through GS-14. Covers up-to-date practices and attitudes applied in planning, directing and managing the work of others.

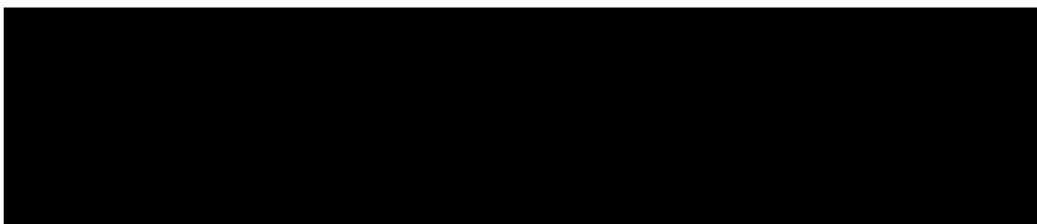
Managerial Grid (1 wk - all day)

For selected middle-level officers. The Managerial Grid concept of classifying leadership and managerial styles is examined. Personal managerial styles are analyzed through team and individual exercises designed to permit the understanding of the managerial styles of others to serve as a means of diagnosing problems which prevent effectiveness at any organizational level. Priority will be given to individuals whose supervisors have had the grid.

Midcareer Executive Development (6 wks - full time - 240 hrs)

For designated midcareerists. Covers the activities of components of the Agency, the U. S. Government in its national and international setting, and problems of management.

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Operations Familiarization (4 wks - all day)

For CS and non-CS officers whose responsibilities in support of operations require adequate familiarization with functions of the case officer and with the programs and operations of the CS.

Operations Support (4 wks - all day)

For CS employees with assignments overseas which will require their supporting the operational activities of CS officers in the field. Covers name checks, dispatch and cable writing, records maintenance, operational expenses, travel claims, and tradecraft familiarization. Enrollment limited to 30.

Orientation to Intelligence (2 wks - all day)

For Career Trainees. Introduces the concepts of intelligence, the structure of the U. S. intelligence community, and the responsibilities of the Agency for collection, production, and dissemination of intelligence.

Orientation for Overseas (2 days - all day)

For employees (and spouses) assigned to an overseas post for the first time. Covers the Agency's mission and functions, security, cover, legal and medical advice, and working effectively with people of other cultures.

Senior Management Seminar (1 wk - all day - starts Sunday p.m.)

For GS-15s and above. Selection by Senior Training Officers. Conducted by contract instructor; features managerial grid.

Supervision (1 wk - all day)

For employees in Grades GS-5 through GS-10 who are responsible for supervision at the first level. Covers problems in planning and directing the work of others. Includes factors in motivation and communication.

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Support Services (7 wks - all day)

For Career Trainees assigned in the Support Services. Acquaints student with organization and missions of the various Support Services components. Emphasis is on training for field assignments.

Support Services Review: Trends and Highlights (3 1/2 days - all day)

For professional Support Service employees GS-9 through GS-15. Emphasizes significant trends and developments within the Agency's support activities, and includes presentations on ADP, records management, and planning, programming, and budgeting.

Vietnam Orientation Seminar (1 wk - all day)

For senior and middle-grade officers of the CS and for junior CS officers whose work is directly related to the Agency's role in Vietnam. A familiarization on the Agency's mission, doctrine and programs in the area, with a goal to increasing capabilities for planning, supporting and conducting operations.

Writing Workshop (Advanced) (Length - Based on request)

For professionals. Designed to meet the needs of particular components in intelligence reporting and report writing. Given on request only.

Writing Workshop (Basic) (4 wks - morning - Tues & Thurs)

For professional employees. (Non-professionals may attend under certain circumstances.) Covers basic principles of grammar and rhetoric, and elements of sentence construction and paragraph structure.

Writing Workshop (Intermediate) (4 wks - part time - Mon & Wed)

For professional employees. (Non-professionals may attend under certain circumstances.) Covers principles of good writing, including clarity, accuracy, and logic.

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OTR as a Support Organization:

The CAREER TRAINING PROGRAM

Background

The Career Training Program is CIA's primary means of selecting and developing well-qualified young men and women interested in making careers in Intelligence. Its objectives are careful selection, substantial training, and placement designed to maximize both the work contribution and the job satisfaction of each individual. Its aim, in short, is good career management through which to build strength and stability among the young officers who will form the career core of the Agency's professional staff.

The Program was started as the Senior Officer Training Program in 1951 by Matthew Baird, then Director of Training, at the request of General Walter Bedell Smith. Its objectives as stated then have remained unchanged and are those which govern the Program today. The first trainee was appointed on 5 July 1951. The numbers enrolled were small in the early years--it was not until 1962 that as many as 100 were brought in in a single year--but quality was high. In FY 1962 the input jumped to 124; in FY's '63 and '64 to 150. Thirteen years of experience validated the Program's objectives and demonstrated its value as a manpower development and quality control activity. Its process of careful selection, training, and placement, accomplished throughout in collaboration with operating components, produced employees who performed exceptionally well and were definitely career-minded. In 1964 the Agency decided to use the Program on an expanded scale and to make it henceforth the primary route of entry into professional ranks; its authorized annual input was increased by 50% to the present level of 225. In recognition of its broadened scope and the rising level of maturity of the trainees enrolled in it, the word "Junior" was dropped from its title and it was renamed the Career Training Program in April 1965.

Scope

Responsibility for the Program has been assigned to the Office of Training. It is operated by a staff of nine officers, experienced in the major functions of the Agency, who share the task of the selection, counseling, supervision and placement of the 250 to 300 Career Trainees who are enrolled in the Program at all times. These officers are supported by a secretarial staff of five, and by a personnel unit--two Personnel Officers, a Personnel Assistant and a clerk-typist--detailed to the Program by the Office of Personnel. The Program

staff works through and in closest collaboration with the Personnel, Security, and Medical offices and provides trained young officers for all elements of the Agency at a presently programmed rate of 225 per year.

Selection of Candidates

Candidates are selected through one of the most rigorous screening processes in use in the Government. It starts with a careful review of the applicant's entire background, activities, and record of achievement, plus evidence of intellectual level, aptitudes, and potential as revealed by tests, plus the first-hand impressions of a field recruiter. To be considered further, an applicant must possess qualifications which place him above the average of professional employees already in the Agency. Those who appear generally qualified are invited to Washington for intensive interviews by Program Officers whose Agency experience is wide-ranging and for medical, psychological, and psychiatric evaluation. Full security investigation is followed by polygraph examination. The successful candidate must be qualified medically and be eligible for both Top Secret and Special Intelligence security clearances. This searching process takes a minimum of four and a half months and leaves very little undiscovered about the individual. The washout rate is high. Many candidates are rejected after interview; others fail on medical or security grounds; some cannot wait for a final decision and withdraw their applications; in many cases the Agency is outbid by competitors. In the end, about 12%, or one out of eight, of those who apply are admitted.

There is no prototype for Career Trainees. They come from all parts of the country and from every walk of life. In a typical group of 100, from 65 to 70 colleges and universities will be represented. The average CT, when he enters the Program, is between 26 and 27 years old. He has a Bachelor's Degree and a year or more of graduate study. He has traveled or resided abroad; has had military service; has some usable degree of competence in at least one foreign language; has had some academic honor; is interested in foreign affairs; and is willing to serve wherever needed. As measured by tests of intellectual level, Career Trainees as a group fall within the top 25% of the total Agency professional population.

Training and Assignment

Candidates are appointed as trainees and enter a training program which lasts from one to two years--an average of about 16 months--and which is divided between formal and on-the-job training. Presently, all trainees take a fourteen-week basic package which includes Orientation to Intelligence (two weeks); Intelligence Techniques (three weeks); The Challenge of Worldwide Communism (four weeks); Operations Familiarization (four weeks); and The Grid (one week). During formal training each individual is under constant evaluation by instructors and officers of the Career Training Program. By the end of the basic training, a determination is made as to which major type

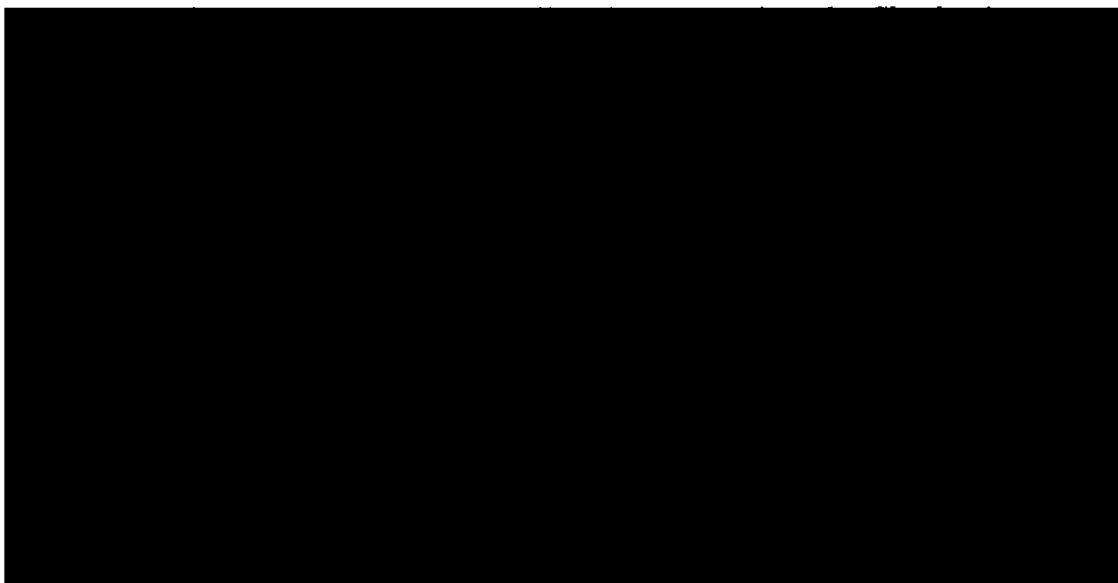
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of functional activity a trainee is best suited and there begins for each a period of specialized training in intelligence analysis and production, clandestine operations, scientific and technological functions, or support services.

If the trainee performs satisfactorily, the Program Staff, in consultation with representatives of operating components throughout the Agency, reaches a decision as to the assignment which appears best for each. The trainee then begins work on a trial basis, and it is only after a period of successful on-the-job performance that he is permanently assigned. If a trainee fails to measure up--a rare occurrence--he is removed from the Program.

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EDUCATION is the process of keeping a man's mind open to new knowledge.

TRAINING is, primarily, the imparting of skills, or, secondarily, retraining.

DEVELOPMENT is the growth process of the whole man.

John Marsh
Director-General,
British Institute of Management

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ISSG's Ideation, Illations:

Get Hep! or is it Hip?

Teachers and training administrators have a valid reason in the year 1967 for still being skeptical over many of the claims which have been made for Programmed Assisted Instruction (PAI) and Computer Assisted Instruction (CAI). We are still smarting and disturbed over some of the unconscionable claims made early in the last decade by the manufacturers of many of the "teaching machines" and the exorbitant prices charged for these almost useless big and little monsters. Some of the early publishers of "Self-Instructional Programs" were equally blameworthy. Too often these claims smacked of exhortations made at the turn of the century by hawkers of patent medicines at county fairs. Our position therefore is understandable if we say that PAI is as yet largely untested, unevaluated and unproven--up to a point!

In spite of our justifiable skepticism educators of 1967 can no longer afford to ignore the growing number of instances where PAI has been tested, evaluated, and proved to be successful. The most graphic illustrations of PAI success can be found in the training programs of U. S. industry. Though somewhat begrudgingly, "Big Business" in the USA is generally credited by the rest of the world with courageous enterprise, intelligent planning, technical skill, shrewd cost consciousness, and the making of profits.

U. S. Big Business could have inspired, "Whatever Lola Wants, Lola gets." In this case what U. S. industry wanted was a more efficient and effective way of training millions of employees in new skills, new concepts, new equipment, and the use of new information. To cope with what has been variously described as the "technological explosion" or the "new information explosion" of the last decade, industry sought a new medium of exploiting the changes which were taking place with unprecedented rapidity. Industry sought a method of employee training which was more effective and less costly than the little old red schoolhouse approach. It found at least a partial answer to the problem in PAI.

This article continues the series begun in the December 1966 issue, in which the former Director of Training presents ideas fostered by his studies as Coordinator of the Instructional Systems Study Group.

There follows a list of some of the better known U. S. firms which have used and are continuing to use PAI to meet their training

requirements:¹

Aerojet-General Corp.
American Bankers Association
American Telephone and
Telegraph Company
Atlantic Refining Company
Bankers Trust Company
Bausch and Lomb
Bell Telephone Laboratories
Burroughs Corp.
Carnation Company
Caterpillar Tractor Company
Chrysler Corp.
Dow Chemical Company
E. I. Du Pont de Nemours
& Co., Inc.
Eastman Kodak Company
Esso (Standard Oil Co.,
New Jersey)
First National City Bank of
New York
General Dynamics

General Electric Company
General Motors Corp.
Humble Oil Company
International Business Machines
Corp.
Lever Bros.
Liberty Mutual Insurance Company
Maytag Corp.
Merck and Company
Montgomery Ward
Pfizer Laboratories, Inc.
Quaker Oats Company
Raytheon Company
RCA
Sperry Polaris
Timken Roller Bearing Company
Trans World Airlines
Union Carbide Chemicals Company
United Air Lines
Zenith Corp.

These are not fly-by-night outfits, the village corner drugstore, or the local pool hall. They're big, they're successful, and they've become so because they are efficient. It is unlikely therefore that they would use inefficient training methods or programs. Without going into detail on the use of PAI in each of the training programs of the above-mentioned firms, it can be said that, generally speaking, they found PAI either significantly superior to conventional methods of training or equal to it in six ways:

1. Trainee time saved in class - significant difference.
2. Trainee travel time saved - significant difference.
3. Thus, cost of training saved - significant difference.
4. Attitude of trainee toward
method of training - significant difference.
5. Effectiveness of training - degree of difference varied,
but in majority of cases
PAI was considered more
effective.
6. Saving of instructor time - less significant difference.
7. Student retention after
six months - no significant difference.

¹ List selected from among the firms whose PAI courses are described by Gabriel D. Ofiesh in Programed Instruction, A Guide for Management.

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Perhaps the single most graphic compilation of comparative statistics was pulled together by Dr. Jerome P. Lysaught of The University of Rochester.² This is a wide-ranging review of 112 studies involving over 16,000 trainees and comparing self-instruction with conventional teaching.

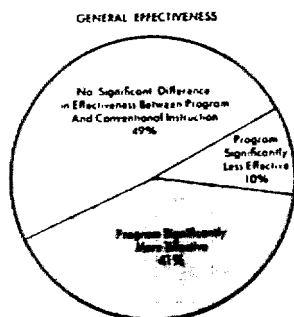


Figure 1. Comparison of Programmed and Conventional Instruction on General Effectiveness (Achievement + Efficiency).

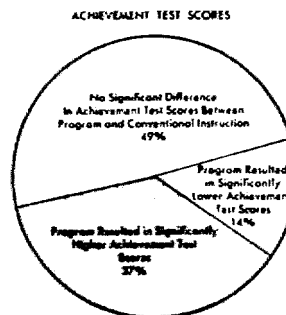


Figure 2. Comparison of Programmed and Conventional Instruction on Achievement Test Scores Alone.

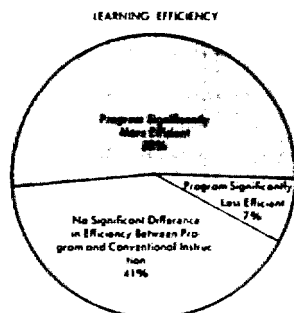


Figure 3. Comparison of Programmed and Conventional Instruction on Efficiency Measures Alone.

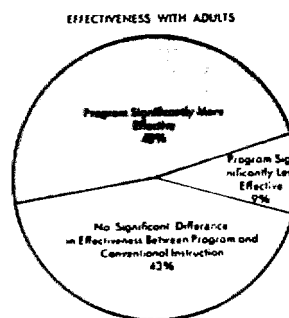


Figure 4. Comparison of Programmed and Conventional Instruction on General Effectiveness with Adult Learners Only.

To sum up, the above charts indicate that:

1. Programs are generally as effective as, and frequently more effective than, traditional teaching methods.
2. Programs are capable of producing comparable learning achievement on post-tests.

²Bulletin, The Clearinghouse on Self-Instructional Materials for Health Care Facilities, The University of Rochester School of Medicine and Dentistry, Vol. 1, No. 2, July, 1966.

3. Programs quite frequently result in significant time-saving in terms of both student and teacher hours.
4. Self-instructional programs proved to be significantly superior in the case of adult learners.

But we who are or have been instructors in OTR may still be skeptical. We say, "All well and possibly good, but I don't teach a course in 'basic electronics,' 'allergy and hypersensitivity,' or the 'Titan II Weapons System.' Where is there the remotest relevance between the training by industry and the courses we teach in OTR?" A good point, well taken. There is little subject matter relevance between the industrial training courses discussed and the course objectives of OTR courses. But we shall never find complete subject matter relevance between courses designed to meet CIA training requirements and courses designed externally for external use, not even in the clerical training field or foreign language training.

What we are suggesting is that we get hep or hip to the relevance of the PAI method of instruction to our training requirements. We suggest also that there is similarity between the training problems of industry and CIA. Both face the problem of training increasing numbers of people in increasing numbers of courses. Both face a shortage of qualified instructors. Both want to increase the effectiveness of training while at the same time decreasing the period the trainee is in training. Both want to cut the cost of training.

If PAI is demonstrably helping industry meet these problems, we suggest finally, therefore, that CIA can no longer ignore PAI as a method of instruction. PAI, at the least, deserves a fair and objective trial. We don't expect Rome to be built in a day but we'd like to see us plan to lay the first brick in 1967. Dr. Samuel Johnson said a couple of hundred years ago,

"Nothing will ever be attempted if all possible objections must first be overcome."

Directory of Training Officers

25X1A

SENIOR TRAINING OFFICERS

25X1A

O/DCI
DDI
DDP
DDS&T
DDS

7E-07
2E-52
3C-29
6E-68
GB-37

TRAINING

DCI

O/IG
 Inspection Staff
 Audit Staff
General Counsel
Cable Secretariat
O/PPB
ONE

7D-49
1201 Key
7D-07
1A-53
6E-08
7E-47

DDI

O/DDI
CGS
OCR
ORR

2E-52
7E-35
2E-61
4F-19
4F-19

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DDI (cont)

OCI
OBI
DCS
NPIC

STATSPEC

DDS

Administration
Communications
Finance
Logistics
Medical
Personnel
Security
Training

DDS&T

FMSAC
OCS
OEL
ORD
OSA
OSI
OSP

6G-29
4F-28
902 Key
1004 Key

GB-37
GD-09
1211 Key
1215 D Ames
1D-4044
5E-56
4E-71
839, 1000 Glebe

1A-35
GD-0404
2F-39
6E-68
5B-2806
6F-24
5G-00

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NON-AGENCY TRAINING

This section of the OTR Bulletin contains information on non-CIA courses or programs related to career development of CIA employees. Attendance may be sponsored by the Agency or it may be self-sponsored. The Training Officer must be consulted on Agency-sponsored training.

Agency Sponsorship:

A Form 136, "Request for Training at Non-Agency Facility" (revised effective June 1966), is sent to the Registrar's office, External Training Branch, by the Training Officer. For overt employees, the completed form is sent directly to ETB. For non-overt applicants, the form is sent first to DDP/OPSER/CCS. No formal steps toward registration should be taken prior to OTR approval.

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Self-sponsorship:

According to [REDACTED] para c(12), an employee who takes a non-Agency course at his own expense is required to send a written request for approval through administrative channels to the Director of Security. The request will include the subject(s) to be studied, the name and address of the school, the full name(s) of the instructor(s), and the dates and hours of instruction.

For additional information on the courses outlined in this section of the OTR Bulletin or on other external courses, call AIB/RS/TR, extension [REDACTED]. For information on registration, call ETB/RS/TR, extension [REDACTED].

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INTERAGENCY TRAINING PROGRAMS

Civil Service Commission

PROGRAM PLANNING AND EXECUTION (Equal Employment Opportunity)
6 - 8 February 1900 E Street, N. W.

This course is for individuals responsible for planning and directing agency or bureau programs for assuring equal employment opportunities. Staffing processes, position management, training, communications, and program evaluations are studied, with emphasis on their interrelationship. Employees with specific responsibility for staff guidance in equal opportunity programs are eligible. Cost: \$100

MANAGEMENT SCIENCES ORIENTATION
6 - 10 February 1900 E Street, N. W.

This program provides an opportunity to obtain information and develop ideas about the management sciences. Topics include capabilities of automatic data processing equipment, present ADP applications and their results, the impact of ADP on the workforce, capabilities of operations research, models and their range of usefulness, types of management problems to which operations research can be applied, implications for management of research in the behavioral sciences, the dynamics of organizational change, and the systems concept in behavioral research. For full-time employees GS-9 or above. Cost: \$75

INTRODUCTION TO ADP IN TECHNICAL INFORMATION SYSTEMS
27 - 28 February 1900 E Street, N. W.

This is a basic program designed to provide an overview of the uses and potential of ADP along with specific information relating to its application in technical libraries. Topics include the impact of ADP on library management, a study of current uses of ADP equipment in scientific information systems, information storage and retrieval systems, and future uses of ADP in libraries. Librarians, archivists, information specialists, and others concerned with the storage and retrieval of technical data, GS-9 and above, may attend. Cost: \$75

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Civil Service Commission (cont)

EXECUTIVE ORIENTATION IN PLANNING-PROGRAMING-BUDGETING
15 - 16 February 1967 1900 E Street, N. W.

Conducted in association with the Bureau of the Budget, this two-day institute is intended to provide: (1) an understanding of what a planning-programing-budgeting system is; (2) an awareness of the economic principles underlying PPBS; (3) a general knowledge of methods and techniques used and what can be accomplished with them; (4) an understanding of what the President and the Bureau of the Budget want to see achieved through the use of this system; and (5) some insight into results achieved to date in using this system in non-Defense agencies. For executives at grades GS-14 and above, though GS-12 and GS-13 employees urgently needing to know this material may be admitted. Cost: \$15.

PLANNING, PROGRAMING, BUDGETING SEMINAR

A three-week residential course, this program is designed to provide the participant with a grasp of the underlying economic base of PPBS, a working knowledge of the structure and functioning of PPBS, and an introduction to quantitative approaches to management planning and control. There are precourse reading requirements and there are evening sessions. This course is intended for those directly involved in the PPBS operation--programmers and budget people--as well as for line managers at middle and upper levels who will use the system as an aid to decision-making. It will not prepare individuals to perform economic or quantitative analysis, and no economics or mathematics background is required for successful participation.

Tentative 1967 schedule:

In cooperation with the University of Maryland. Cost: \$300.

9 - 27 January	Charlottesville, Virginia
20 March - 7 April	To be announced
1 - 19 May	To be announced
12 - 30 June	To be announced

In cooperation with Harvard University. Cost: Approximately \$400.

1 - 19 August	Cambridge, Massachusetts
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Civil Service Commission (cont)

EXECUTIVE SEMINAR IN MANAGEMENT REPORTING SYSTEMS
2 - 3 March 1900 E Street, N. W.

Case studies from government and industry presented by persons directly concerned with the development of their own organizations' information systems provide actual examples of both manual and automated operational information reporting systems designed to assist management in control and planning responsibilities. For GS-15 and above. Cost: \$75

EXECUTIVE WORKSHOP IN ADP PROGRAMMING
6 - 10 March 1900 E Street, N. W.

This computer programming course is intended as a practical and expedient means for developing the basic foundation of ADP knowledge that is necessary for effective management utilization of the computer. The basic concepts and techniques of digital computer programming are learned by actually performing computer programming. Participants learn about the stored program concept, flow charting and diagramming, computer technology, data and operations. The IBM 1401 system is used as the medium for introducing detailed programming concepts. Some after hours work and study will be necessary. Prior attendance at an Executive Seminar in ADP or equivalent experience is helpful but not absolutely essential. The workshop is not intended to make programmers of the participants. For GS-15 or above. Cost: \$150

MANAGEMENT OF SCIENTIFIC AND ENGINEERING ORGANIZATIONS
6 - 10 March 1900 E Street, N. W.

This institute is designed to increase awareness of the nature and scope of management responsibility and to suggest ways the technically trained executive can perform more effectively in his role as manager and administrator. Topics covered are: Management planning for science and engineering programs; formulating and administering science and engineering budgets; utilization and development of human resources; communications requirements of modern science and technology; management of internal resources and contract programs; and behavioral science research, and its implications. For science and engineering executives at grade GS-15 or above. Cost: \$150

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Civil Service Commission (cont)

JOB CLASSIFICATION AND THE MANAGEMENT PROCESS
20 - 29 March 1900 E Street, N. W.

A fundamental program on the nature of job classification in personnel administration and how it contributes to the management process. It stresses the integrated nature of personnel management. For employees newly assigned or to be assigned to a job evaluation or position classification activity. For GS-5 through GS-9. Cost: \$150

ADVANCED SEMINAR IN ADP FINANCIAL MANAGEMENT
28 - 31 March 1900 E Street, N. W.

This seminar is designed to explore the various systems approaches involved in implementing the decision to automate financial functions. Emphasis is on the logical sequence of steps involved in automating, developing the systems design, installing the system, and controlling and evaluating the system. Materials presented in the two-day Introduction to ADP in Financial Management are the core around which this course is developed. For accountants, budget officers, and others in the financial management field, GS-12 through GS-15. Cost: \$120

General Services Administration

SOURCE DATA AUTOMATION
13 - 17 February; 27 - 31 March; 8 - 12 May

This seminar introduces the basic elements of automation paperwork. The advantages of automating data at the source, or at the earliest possible time in processing, is discussed. Ways of recognizing valid source data automation applications are illustrated. Other topics include advantages and disadvantages of specific types of equipment, limitations of machine language, special forms considerations, and successful applications. Each participant should be prepared to undertake an actual SDA project within his agency after the course; a follow-up on this project after 60 to 90 days is part of the course. No cost.

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